

CINCPACFLT INSTRUCTION 5224.2

Subj: HANDBOOK FOR BASIC PROCESS IMPROVEMENT

Encl: (1) Handbook for Basic Process Improvement

1. Purpose. To promulgate the Handbook for Basic Process Improvement to all Pacific Fleet commands.

2. Background

a. In 1990, Admiral Kelso extended implementation of Total Quality Leadership to all operational forces of the Navy. Since that time, many commands have attempted to implement total quality methodologies into their mainstream actions, but have lacked easy access to the necessary tools. The Fleet Quality Council, comprised of representatives from CINCPACFLT, CINCLANTFLT, COMNAVRESFOR, CINCUSNAVEUR, the U.S. Marine Corps, and the Total Quality Leadership Office, developed enclosure (1), which is the Handbook for Basic Process Improvement.

b. The Handbook for Basic Process Improvement is composed of the basic handbook plus 11 stand-alone modules. This instruction book is meant to be used either by individuals or by teams that are attempting to improve a process. It provides a road map of how to select both the process and the "right" team members, establish a process improvement objective, flowchart the current process, simplify it, and then take the process into the PLAN-DO-CHECK-ACT Cycle.

c. This handbook is used in conjunction with the 11 training modules contained herein. The Basic Tools for Process Improvement, found in Appendix 1 of the handbook, cover the following quality-related tools:

- (1) Module 1: Operational Definitions
- (2) Module 2: Brainstorm Tool
- (3) Module 3: Decision-Making Tools (Multi-voting and Nominal Group Technique)
- (4) Module 4: Affinity Diagram Tool
- (5) Module 5: Cause-and-Effect Tool (also called the Ishikawa or Fishbone Diagram)
- (6) Module 6: Flow chart Tool
- (7) Module 7: Data Collection
- (8) Module 8: Pareto Chart Tool
- (9) Module 9: Run Chart Tool
- (10) Module 10: Control Chart Tools (X-Bar/Range and X/Moving Range)
- (11) Module 11: Histogram Tool

d. Each module contains a full description of what the tool is, and what function it can perform. In addition, modules contain examples and exercises to clarify teaching points. Where mathematical problems are included, those modules contain an answer key.

e. Appendix 2 of the handbook contains master copies of slides from which overhead transparencies can be produced.

f. In essence, each module is a self-contained, stand-alone teaching tool, which can be used to guide a team through its process improvement journey. No additional reference materials are needed to effectively use this handbook and its associated tools.

3. Action

a. Enclosure (1) is PACFLT's Handbook for Basic Process Improvement. It should be used by commands to provide "Just-In-Time" training and guidance for Pacific Fleet process improvement teams.

b. Any recommended changes to the Handbook for Basic Process Improvement or its associated tools modules should be forwarded directly to CINCPACFLT (N00QIO), with a copy provided to the administrative chain of command.

R. TAM
Fleet Quality Improvement Officer